## Academy of Management Journal Annual Index

Volume 12, Nos. 1-4, 1968 Proceedings

## AUTHOR INDEX

Alutto, Joseph A. and James A. Belasco. Line Staff Conflicts: Some Empirical Insights. Vol. 12, No. 4 (December 1969),

pp. 469-478.
Archibald, R. W. and Richard Hoffman. Introducing Technological Change in a Bureaucratic Structure: A Case Study. Proceedings, 1968, pp. 25-36.

Balk, Walter L. Status Perceptions of Management "Peers". Vol. 12, No. 4 (December 1969), pp. 431-438.

Baum, Bernard and Elmer Burack. Information Technology, Manpower Development

and Organizational Performance. Vol. 12, No. 3 (September 1969), pp. 279-291.

Belasco, James A. and Joseph A. Alutto. Line Staff Conflicts: Some Empirical Insights. Vol. 12, No. 4 (December 1969), pp. 469-478.

Belovicz, Meyer W., Frederic E. Finch and Halsey Jones. Do Groups Make Riskier Decisions than Individuals? Proceedings, 1968, pp. 73-85. Bernthal, Wilmar F. The Academy's Student

Division: Opportunity and Dilemma for the Management Professor. Vol. 12, No. 3 (September 1969), pp. 379-381. Blumberg, Arthur and Robert T. Golembiew-

Blumberg, Arthur and Robert T. Golembiewski. Persistence of Attitudinal Changes Induced by a Confrontation Design: A Research Note. Vol. 12, No. 3 (September 1969), pp. 309-317.

Brown, Warren B. The Impact of a Dynamic Task Environment: A Study of Architectural-Engineering Firms. Vol. 12, No. 2 (June 1969), pp. 169-177.

Burack, Elmer and Bernard Baum. Information Technology, Manpower Development and Organizational Performance. Vol. 12.

and Organizational Performance. Vol. 12, No. 3 (September 1969), pp. 279-291. Burke, Ronald J. Effects of Aging on Engineer's Satisfactions and Mental

Health: Skill Obsolescence. Vol. 12, No. 4 (December 1969), pp. 479-486.
Burke, Ronald J. and Douglas S. Wilcox.

Effects of Different Patterns and Degrees of Openness in Superior-Subordinate Communication on Subordinate Job Satisfaction. Vol. 12, No. 3 (September 1969), pp. 319-326.

Calhoon, Richard P. Niccolo Machiavelli and the Twentieth Century Administrator. Vol. 12, No. 2 (June 1969), pp. 205-212.

Chung, Kae H. A Markov Chain Model of Human Needs: An Extension of Maslow's Need Theory. Vol. 12, No. 2 (June 1969), pp. 223-234.

Cummings, Larry L. and Aly M. Elsalmi. Managerial Motivation, The Impact of Role Diversity, Job Level and Organiza-tional Size. Proceedings, 1968, pp. 123-

Dale, Ernest. A Plea for Coalition of the Quantifiable and the Non-Quantifiable Approaches to Management. Vol. 12, No. (March 1969), pp. 15-19; Proceedings, 1968, pp. 5-9.

Elsalmi, Aly M. and Larry L. Cummings. Managerial Motivation, The Impact of Role Diversity, Job Level and Organiza-tional Size. Proceedings, 1968, pp. 123-

Fery, John B., N. Paul Loomba, Leonard Marks, Jr., I. Gordon Odell and Stanley Vance. The Impact of Mergers on Man-agement Theory. Vol. 12, No. 2 (June 1969), pp. 153-167.

Fleming, John E. Managers as Subjects in Business Decision Research. Vol. 12, No. 1 (March 1969), pp. 59-66.

Finch, Frederic E., Halsey Jones and Meyer W. Belovicz. Do Groups Make Riskier Decisions than Individuals? Proceedings, 1968, pp. 73-85.

Forsgren, Roderick A. A Profile of the Academy of Management Member. Vol. 12, No. 1 (March 1969), pp. 105-115.

Galbraith, Jay R. Achieving Integration Through Information Systems. Proceedings, 1968, pp. 111-120.

Glueck, William F. Organization Change in Business and Government. Vol. 12, No. 4 (December 1969), pp. 439-450.

Glueck, William F. The Economics of Executive Mobility. Proceedings, 1968, pp. 145-

- Golembiewski, Robert T. and Arthur Blum-berg. Persistence of Attitudinal Changes Induced by a Confrontation Design: A Research Note. Vol. 12, No. 3 (September 1969), pp. 309-317.
- Gordon, Gerald and Edward V. Morse. Creative Potential and Organizational Structure. Proceedings, 1968, pp. 37-49.
- Harris, Philip. Patterns of Racial Exclusion in Top Management. Proceedings, 1968, pp. 67-72.
- Hay, Robert D. Use of Modified Semantic Differentials to Evaluate Formal Organizational Structure. Vol. 12, No. 2 (June 1969), pp. 247-257.
- Hill, Walter. The Validation and Extension of Fiedler's Theory of Leadership Effectiveness. Vol. 12, No. 1 (March 1969), pp. 33-47.
- Hodgetts, Richard M., James W. Walker, and Fred Luthans. Evidence on the Validity of Management Education. Vol. 12, No. 4 (December 1969), pp. 451-458.
- Hodgetts, Richard M. and Fred Luthans. Managerial Analysis of Doctoral Candidates and Professors: Research Attitudes and Inter-personal Relations. Vol. 12, No. 2 (June 1969), pp. 213-221.
- Hoffman, Richard and R. W. Archibald. Introducing Technological Change in a Bureaucratic Structure: A Case Study. Proceedings, 1968, pp. 25-36.
- Ivancevich, John M. and Robert H. Strawser. A Comparative Analysis of the Job Satisfaction of Industrial Managers and Certified Public Accountants. Vol. 12, No. 2 (June 1969), pp. 193-203.
- Halsey, Meyer W. Belovicz, and eric E. Finch. Do Groups Make Frederic E. Finch. Do Groups Make Riskier Decisions than Individuals? Proceedings, 1968, pp. 73-85.
- Jones, Halsey R., Jr. A Study of Organization Performance for Experimental Structures of Two, Three and Four Levels. Vol. 12, No. 3 (September 1969), pp. 351-365.
- Koontz, Harold. A Model for Analyzing the Universality and Transferability of Management. Vol. 12, No. 4 (December 1969), pp. 415-430.
- Labovitz, George H. In Defense of Subjective Executive Appraisal. Vol. 12, No. 3 (September 1969), pp. 293-307.
- Lauter, Geza Peter. Sociological-Cultural and Legal Factors Impeding Centralization of Authority in Developing Countries. Vol. 12, No. 3 (September 1969), pp. 367-378.
- Lazarus, Harold. The Corporate Conscience.
- Proceedings, 1968, pp. 135-144.

  Lee, Sang M. Organizational Identification of Scientists. Vol. 12, No. 3 (September 1969), pp. 327-337.

- Lewin, Arie Y, and Wesley L. Weber, Management Game Teams in Education and Organization Research: An Experiment on Risk Taking. Vol. 12, No. 1 (March 1969), pp. 49-58.
- Loomba, N. Paul, Leonard Marks, Jr., Gordon Odell, Stanley Vance and John B. Fery. The Impact of Mergers on Man-
- B. Fery. The Impact of Mergers on Management Theory. Vol. 12, No. 2 (June 1969), pp. 153-167.

  Lorsch, Jay W. Organizing for Diversification. Proceedings, 1968, pp. 87-100.

  Luthans, Fred, Richard M. Hodgetts and James W. Walker. Evidence on the Validity of Management Education. Vol. 13.
- dity of Management Education. Vol. 12, No. 4 (December 1969), pp. 451-458. Luthans, Fred and Richard M. Hodgetts.
- Managerial Analysis of Doctoral Candidates and Professors: Research Attitudes and Inter-personal Relations. Vol. 12, No. 2 (June 1969), pp. 213-221.
- Marks, Leonard, Jr., I. Gordon Odell, John B. Fery, N. Paul Loomba, and Stanley Vance. The Impact of Mergers on Man-
- agement Theory. Vol. 12, No. 2 (June 1969), pp. 153-167.

  Meyer, G. Dale and Max S. Wortman, Jr. The Impact of Centralized Personnel Functions in State Governments. Vol. 12,
- No. 1 (March 1969), pp. 21-31. orse, Edward V. and Gerald Gordon. Creative Potential and Organizational Morse. Structure. Proceedings, 1968, pp. 37-49.
- Nath, Raghu. Dynamics of Organizational Change: Some Effects of a Change Program on the Client System. Proceedings, 1968, pp. 51-66.
- Odeli, I. Gordon, John B. Fery, N. Paul Loomba, Leonard Marks, Jr. and Stanley Vance. The Impact of Mergers on Management Theory. Vol. 12, No. 2 (June 1969), pp. 153-167.
- Peters, Donald H. and Edward B. Roberts. Unutilized Ideas in University Labora-Vol. 12, No. 2 (June 1969), pp. 179-191.
- Pruden, Henry O., B. J. Stark and Robert
- Pruden, Henry O., B. J. Stark and Robert C. Ziller. Marginality and Integrative Management Positions. Vol. 12, No. 4 (December 1969), pp. 487-496.
  Pruden, Henry O. Interorganizational Conflict, Linkage and Exchange: A Study of Industrial Salesmen. Vol. 12, No. 3 (September 1969), pp. 339-350.
- Reed, John P. The Lawyer-Client: A Managed Relationship? Vol. 12, No. 1 (March 1969), pp. 67-80. esser, Clayton. Some Potential Human
- Problems of the Project Form of Organization. Vol. 12, No. 4 (December 1969), pp. 459-468.
- Roberts, Edward B. and Donald H. Peters. Unutilized Ideas in University Labora-tories. Vol. 12, No. 2 (June 1969), pp. 179-191.

Schollhammer, Hans. The Comparative Management Theory Jungle. Vol. 12, No. 1 (March 1969), pp. 81-97. Smith, Robert A. III. Social Systems Analy-

sis and Industrial Humanism: Awareness Without Revelation. Proceedings, 1968,

Without Revelation.
pp. 11-23.
Stark, B. J., Robert C. Ziller and Henry
O. Pruden. Marginality and Integrative
Management Positions. Vol. 12, No. 4
(December 1969), pp. 487-496.
Strawser, Robert H. and John M. Ivancevich. A Comparative Analysis of the Job
Satisfaction of Industrial Managers and
Cartified Public Accountants. Vol. 12, No. 2 (June 1969), pp. 193-203.

Udy, Stanley H. Jr. Development of Differentiation in Organized Work. Proceedings, 1968, pp. 101-110.
Urwick, L. F. Some Observations. Vol. 12, No. 1 (March 1969), pp. 99-103.

Vance, Stanley, John B. Fery, N. Paul Loomba, Leonard Marks, Jr., I. Gordon Odell. The Impact of Mergers on Management Theory. Vol. 12, No. 2 (June 1969), pp. 153-167.

Walker, James W., Fred Luthans

Walker, James W., Fred Luthans and Richard M. Hodgetts. Evidence on the Validity of Management Education. Vol. 12, No. 4 (December 1969), pp. 451-458. Weber, Wesley L. and Arie Y. Lewin. Management Game Teams in Education and Organization Research: An Experiment on Risk Taking. Vol. 12, No. 1 (March 1969), pp. 49-58.

1969), pp. 49-58.
Westfall, Steven L. Stimulating Corporate Entrepreneurship in U. S. Interpretation 12, No. 2 (June 1969), pp. 235-246.
Wilcox, Douglas S. and Ronald J. Burke.

Effects of Different Patterns and Degrees of Openness in Superior-Subordinate Communication on Subordinate Job Satisfaction. Vol. 12, No. 3 (September 1969), pp. 319-326.

Wortman, Max S., Jr. and G. Dale Meyers. The Impact of Centralized Personnel Functions in State Governments. Vol. 12, No. 1 (March 1969), pp. 21-31.

Ziller, Robert C., Henry O. Pruden and B. J. Stark. Marginality and Integrative Management Positions. Vol. 12, No. 4 (December 1969), pp. 487-496.

## TITLE INDEX

- ity and Dilemma for the Management Professor. Wilmar F. Bernthal. Vol. 12, No. 3 (September 1969), pp. 379-381. Achieving Integration Through Information Systems. Jay R. Galbraith. Proceedings, 1968, pp.111-120. The Academy's Student Division: Opportun-
- Comparative Analysis of the Job Satisfaction of Industrial Managers and Certified Public Accountants. John M. Ivancevich and Robert H. Strawser. Vol. 12. No. 2
- (June 1969), pp. 193-203. The Comparative Management Theory Jungle. Hans Schollhammer. Vol. 12, No. 1 (March 1969), pp. 81-97.
- The Corporate Conscience. Harold Lazarus.
- Proceedings, 1968, pp. 135-144. Creative Potential and Organizational Structure. Gerald Gordon and Edward Morse. Proceedings, 1968, pp. 37-49.
- Do Groups Make Riskier Decisions than Individuals? Meyer W. Belovicz, Frederic E. Finch and Halsey Jones. Proceedings,
- 1968, pp. 73-85.
- 1968, pp. 73-85.
  Development of Differentiation in Organized
  Work. Stanley H. Udy, Jr. Proceedings,
  1968, pp. 101-110.
  Dynamics of Organizational Change: Some
  Effects of a Change Program on the
  Client System. Raghu Nath. Proceedings, 1968, pp. 51-66.
- The Economics of Executive Mobility. William F. Glueck. Proceedings, 1968, pp.

- Effects of Aging on Engineer's Satisfactions and Mental Health: Skill Obsolescence. Ronald J. Burke. Vol. 12, No. 4 (December 1969), pp. 479-486.
- Effects of Different Patterns and Degrees of Openness in Superior-Subordinate Communication on Subordinate Job Satisfaction. Ronald J. Burke and Douglas S. Wilcox. Vol. 12, No. 3 (September 1969), pp. 319-326.
- Evidence on the Validity of Management Education. Fred Luthans, Richard M. Hodgetts and James W. Walker. Vol. 12, No. 4 (December 1969), pp. 451-458.
- The Impact of Centralized Personnel Functions in State Governments. Max S. Wortman, Jr. and G. Dale Meyers. Vol. 12, No. 1 (March 1969), pp. 21-31.
- The Impact of a Dynamic Task Environ-ment: A Study of Architectural-Engineer-ing Firms, Warren B. Brown, Vol. 12, No. 2 (June 1969), pp. 169-177.
- The Impact of Mergers on Management Theory. John B. Frey, N. Paul Loomba, Leonard Marks, Jr., I. Gordon Odell and Stanley C. Vance. Vol. 12, No. 2 (June 1969), pp. 153-167.
- In Defense of Subjective Executive Appraisal. George H. Labovitz. Vol. 12, No. 3 (September 1969), pp. 293-307.
- Information Technology, Manpower Devel-opment and Organizational Performance. Bernard Baum and Elmer Burack. Vol. 12, No. 3 (September 1969), pp. 279-291.

- Interorganizational Conflict, Linkage and Exchange: A Study of Industrial Salesmen. Henry O. Pruden. Vol. 12, No. 3 (September 1969), pp. 339-350. Introducing Technological Change in a
- Bureaucratic Structure: A Case Study.
  Richard Hoffman and R. W. Archibald. Proceedings, 1968, pp. 25-36.
- The Lawyer-Client: A Managed Relationship? John P. Reed. Vol. 12, No. 1 (March 1969), pp. 67-80. Line Staff Conflicts: Some Empirical Insights. James A. Belasco and Joseph Alutto. Vol. 12, No. 4 (December 1969), pp. 469-478 pp. 469-478.
- Management Game Teams in Education and Organization Research: An Experi-ment on Risk Taking, Arie Y. Lewin and Wesley L. Weber. Vol. 12, No. 1 (March 1969), pp. 49-58.
- Managerial Analysis of Doctoral Candidates and Professors: Research Attitudes and Interpersonal Relations. Fred Luthans
- and Interpersonal Helations. Fred Lutnans and Richard M. Hodgetts. Vol. 12, No. 2 (June 1969), pp. 213-221.

  Managerial Motivation, The Impact of Role Diversity, Job Level, and Organizational Size. Aly M. Elsalmi and Larry L. Cummings. Proceedings, 1968, pp. 123-134.

  Managers as Subjects in Business Decision Research. John E. Fleming, Vol. 12, No. 1 (March 1969), pp. 59-66.
- 1 (March 1969), pp. 59-66. Marginality and Integrative Management
- Positions. Robert C. Ziller, B. J. Stark and Henry O. Pruden. Vol. 12, No. 4 (December 1969), pp. 487-496.
- A Markov Chain Model of Human Needs: An Extension of Maslow's Need Theory. Kae H. Chung. Vol. 12, No. 2 (June
- A Model for Analyzing the Universality and Transferability of Management. Harold Koontz. Vol. 12, No. 4 (December 1969), pp. 415-430.
- Niccolo Machiavelli and the Twentieth Century Administrator. Richard P. Cal-hoon. Vol. 12, No. 2 (June 1969), pp. 205-212.
- Organization Change in Business and Government. William F. Glueck. Vol. 12, No. 4 (December 1969), pp. 439-450.
  Organizational Identification of Scientists.
- Sang M. Lee. Vol. 12, No. 3 (September 1969), pp. 327-337.

- Organizing for Diversification. Jay W. Lorsch, Proceedings, 1968, pp. 87-100.
- Patterns of Racial Exclusion in Top Management. Philip Harris. Proceedings, 1968, pp. 67-72.
- Persistence of Attitudinal Changes Induced by a Confrontation Design: A Research Note. Robert T. Golembiewski and Arthur Blumberg. Vol. 12, No. 3 (September 1969), pp. 309-317.
- A Plea for Coalition of the Quantifiable and the Non-Quantifiable Approaches to Management. Ernest Dale. Vol. 12, No. 1 (March 1969), pp. 15-19; Proceedings, 1968, pp. 5-9.
- A Profile of the Academy of Management Member. Roderick A. Forsgren. Vol. 12, No. 1 (March 1969), pp. 105-115.
- Social Systems Analysis and Industrial Humanism: Awareness Without Revela-tion. Robert A. Smith III. Proceedings, 1968, pp. 11-23.
- Sociological-Cultural and Legal Impeding Decentralization of Authority in Developing Countries. Geza Peter Lauter. Vol. 12, No. 3 (September 1969), pp. 367-378.
- Some Observations. L. F. Urwick. Vol. 12, No. 1 (March 1969), pp. 99-103. Some Potential Human Problems of the
- Project Form of Organization. Clayton Recogn. Vol. 12, No. 4 (December 1969), pp. 459-468.
- Status Perceptions of Management "Peers". Walter L. Balk. Vol. 12, No. 4 (December 1969), pp. 431-438.
- Stimulating Corporate Entrepreneurship in U. S. Industry. Steven L. Westfall. Vol. 12, No. 2 (June 1969), pp. 235-246. Study of Organization Performance for
- Experimental Structures of Two, Three and Four Levels. Halsey R. Jones, Jr. Vol. 12, No. 3 (September, 1969), pp. 351-365.
- Unutilized Ideas in University Laboratories. Donald H. Peters and Edward B. Roberts. Vol. 12, No. 2 (June 1969), pp. 179-191. Use of Modified Semantic Differentials to
- Evaluate Formal Organizational Structure. Robert D. Hay. Vol. 12, No. 2 (June 1969), pp. 247-257.
- The Validation and Extension of Fiedler's Theory of Leadership Effectiveness. Walter Hill. Vol. 12, No. 1 (March 1969), pp. 33-47.

SCHOOL	AUTHOR
University of Arkansas	Robert D. Hav
Boston University	
Cairo University, Egypt	
University of California, Los Angeles	
University of Colorado	Wilmar F. Bernthal
Cornell University	Gerald Gordon
	Edward Morse
University of Florida	
University of Georgia	
George Washington University	
Harvard University	
University of Hawaii	
University of Illinois at Chicago	
Illinois Institute of Technology	
University of Iowa	
University of Kentucky	
University of Maine	Roderick A. Forsgren
University of Massachusetts	Meyer W. Belovicz Frederic E. Finch Halsey R. Jones, Jr. Max S. Wortman, Jr.
Massachusetts Institute of Technology	Jay R. Galbraith Edward B. Roberts
University of Missouri at Columbia	William F. Glueck
University of Nebraska	Richard M. Hodgetts Fred Luthans
New York University	Harold Lazarus Arie Y. Lewin
City University of New York	Philip Harris N. Paul Loomba
State University of New York at Albany	Walter L. Balk
State University of New York at Buffalo	Joseph A. Alutto James A. Belasco Richard Hoffman Wesley L. Weber
University of North Carolina	Richard P. Calhoon
Northern Illinois University	Kae H. Chung
University of Oregon	Warren B. Brown Stanley C. Vance Robert C. Ziller
University of Pennsylvania	

Pennsylvania State University	Robert H. Strawser
University of Pittsburgh	Raghu Nath
St. Louis University	B. J. Stark
University of Southern California	John E. Fleming
Syracuse University	Arthur Blumberg
University of Texas at Austin	Henry O. Pruden
U. S. International University	James W. Walker
Virginia Polytechnic Institute	
Western Kentucky University	John P. Reed
University of Wisconsin	
Yale University	Stanley H. Udy, Jr.
York University, Canada	Ronald J. Burke
INDUSTRY	AUTHOR
Management Consultant, Australia	Colonel L. F. Urwick

## Management Consultant, Australia Colonel L. F. Urwick Boise Cascade Corporation John B. Fery E. G. & G., Inc. Donald H. Peters Laird Systems, Inc. Steven L. Westfall National Aeronautics Space Administration Robert A. Smith III Northern American Rockwell Corp. I. Gordon Odell Northwestern Bell Telephone Co. Douglas S. Wilcox Ogden Corporation N. Paul Loomba Rand Corporation R. W. Archibald Times Mirror Co. Leonard Marks, Jr.

